

## Trust Board

Thursday, 25 November, 2021

### Building the Leeds Way (BtLW) Programme

### Programme Summary Progress Report

### Agenda Item 13.2

<b>Presented for:</b>	<b>Information</b>
<b>Presented by:</b>	Simon Worthington (Director of Finance)
<b>Author:</b>	Mike Bacon (Programme Director)
<b>Previous Committees:</b>	Building Development Committee

<b>Trust Goals</b>	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

<b>Risk Appetite Framework</b>				
<b>Level 1 Risk</b>	(✓)	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Risk</b>
Workforce Risk		Workforce Supply Risk - We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply.	Cautious	↔ (same)
Operational Risk		Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts.	Cautious	↔ (same)
Clinical Risk		Capacity Planning Risk - We will ensure that capacity is planned to meet the demand for elective and non-elective (acute) admissions to our hospitals, managing this risk to provide safe treatment and care to our patients.	Minimal	↔ (same)

		Patient Experience Risk - We will comply with or exceed minimum patient experience targets.	Minimal	Choose an item.
Financial Risk		Financial Reporting Risk - We will deliver sound financial management and reporting for the Trust with no material misstatements or variances to forecast.	Cautious	↔ (same)
		Supply Chain Risk - We will manage suppliers in a manner that protects the Trust's interests and service to our patients.	Cautious	↔ (same)
External Risk		Strategic Planning Risk - We will deliver Our Vision "to be the best for specialist and integrated care" though the delivery of a set of Strategic Goals and operating in line with Our Values.	Averse	↔ (same)

<b>Key points</b>	
<ol style="list-style-type: none"> <li>1. <b>Members of the Trust Board are requested to note this BtLW Programme Progress Report.</b></li> <li>2. This report highlights that good progress continues to be made to deliver the Trust's Building the Leeds Way (BtLW) Programme and the delivery priorities established for 2021. There are minor in-year delays to some milestones. The programme will be retained under review during the next reporting period and the programme up-dated to reflect any approved changes.</li> <li>3. With reference to the Hospitals of the Future Project, the Trust is continuing to work with NHS England/Improvement (NHS-E/I) and the New Hospitals Programme Team to develop future delivery processes and to refine the onward deliver programme. There is a likelihood that the Trust may need to review and re-align its baseline delivery programme once future processes are confirmed and clarified by NHS-E/I.</li> <li>4. The Trust continues to make good progress with the delivery of the Pathology New Laboratory Project.</li> </ol>	<b>For information</b>

## 1.0 Summary

- 1.1 This Building the Leeds Way (“BtLW”) Programme Report presents an up-date to the Trust Board regarding delivery of the Trust’s investment plans and specifically progress to deliver the programme plan.

## 2.0 Background

- 2.1 The Trust’s BtLW Investment Programme defines a robust set of plans that will support the implementation of service transformation and enhance its ability to deliver safe, high quality services and ultimately long-term financial sustainability. The Programme comprises three strategic investment Projects including:

- the Trust’s **Hospitals of the Future Project** which reflects ambitious plans to invest in new healthcare facilities at the Leeds General Infirmary (“LGI”) site through a vision of building a new state-of-the art hospital that will expand the Trust’s world-class adult healthcare services and provide a fantastic new home for the Leeds Children’s Hospital;
- a new centralised **Pathology Facility** to be constructed at the St James’s University Hospital (“SJUH”) site that will centralise specialist services and be established as one of the new hubs for the West Yorkshire & Harrogate (“WY&H”) Pathology network; and
- the **LGI Redevelopment Site Project (LDS)** will regenerate 5ha of land at the Leeds General Infirmary site focussed upon creating a world-class hub for innovation in sectors including health research, medical technologies and digital health as well as an Education and Training facility commensurate with a major teaching hospital.

## 3.0 Progress/Achievements/Matters Arising During Reporting Period

- 3.1 The following progress and key achievements to deliver the BtLW Programme have been recorded since the September 2021 progress report.

### 3.1.1 *Hospitals of the Future Project:*

- 3.1.1.1 Members of the Trust Board are requested to note that the BtLW Programme Team continue to make good progress to deliver and complete the LGI Enabling Works Project. The forecast completion date for the enabling works project continues to remain Q1 2022. The enabling works project will deliver a fully cleared site well in advance of any planned dates linked to the commencement of construction with the intention that the enabling works support the current programme assumptions and potentially support any future programme acceleration.

- 3.1.1.2 Most of the buildings are now fully demolished on the North site (see Figure 1) and the South site with the primary works remaining being at a ground level and associated with site clearance.

**Figure 1: Recent Image of Old Nurses Home Demolition**

- 3.1.1.3 The BtLW Programme Team have been working with the newly appointed design team to finalise a number of key design principles relating to adjacencies, internal flows and massing. The next primary phase of design will commence in January 2022 and run through to the end of March 2022. This process will include over 100 clinical and non-clinical design workshops to refine and develop the detail of the design solution alongside the development of strategies and design proposals that will address landscape, interior design, digital and other design elements. This process will run in parallel with the refresh of the Trust's OBC.
- 3.1.1.4 During this Preferred Bidder Stage, the design team have held a series of preliminary design and visioning workshops with clinical and non-clinical teams across the Trust. The workshops have focussed upon the development of the digital/innovation vision and the consideration of a prioritised list of digital interventions that will be developed alongside the design solution and included within the Trust's up-dated business case. In addition, the design team have undertaken considerable work to develop and assess options to deliver against the Trust's net zero carbon ambitions for the new healthcare facilities. Approved digital and net zero carbon solutions will be integrated within the design solution and the refreshed business case.
- 3.1.2 ***Pathology Project:***
- 3.1.2.1 Work is continuing to progress the enabling works to a point of full completion. The final element of the enabling works, relating to the installation of a new services/pneumatic tube duct, has been slightly delayed with a target finish date now being forecast as the end of Q12022. This is not expected to have any impact on the construction of the new Pathology facilities.
- 3.1.2.2 The BtLW Programme Team are continuing with the process to complete a full review and sign-off the final plans and design solution for the new Pathology facilities to be constructed

at the St James University Hospital. There remain some outstanding design matters that are being progressed with BAM alongside the development of the Full Business Case (FBC).

- 3.1.2.3 The BtLW Programme Team have appointed a preferred bidder relating to the design and construction of the Acute Hospital Lab (AHL) to be retained at the Leeds General Infirmary (LGI) site.

#### 3.1.3 ***LGI Redevelopment Site (LDS) Project:***

- 3.1.3.1 Work continues with the development of the Outline Business Case and specifically the development and finalisation of a Commercial Strategy specifically relating to the commercial delivery options and the approach to planning by cluster.

### **4.0 Planned Activities During Next Reporting Period**

- 4.1 The key priorities for the next two (months) include:

#### 4.1.2 ***Hospitals of the Future Project:***

- 4.1.2.1 The BtLW Programme Team will continue to progress with the design development of the new healthcare facilities.

#### 4.1.3 ***Pathology Project:***

- 4.1.3.1 The BtLW Programme Team will finalise the design review process and Full Business Case (FBC) for the new Pathology facilities.

- 4.1.3.2 The BtLW Programme Team, working with newly appointed contractor, will develop the final design solution for the new Acute Hospital Lab (AHL).

#### 4.1.4 ***LGI Redevelopment Site Project:***

- 4.1.4.1 The BtLW Programme Team will continue to progress with the development of the OBC.

### **5.0 Key Delivery Risks & Issues**

- 5.1 The BtLW Programme Team are continuing to work with NHS-E/I with reference to the development of standard delivery processes and requirements for the new healthcare facilities. The BtLW Programme Team are continuing to retain under review its baseline delivery programme with plans to further align this with the NHS-E/I Programme once future delivery processes are confirmed.

- 5.2 The BtLW Programme Team are continuing to manage key risks associated with the on-going delivery of the LGI and Pathology Enabling Works Projects.

- 5.3 The BtLW Programme Team are continuing to manage risks associated with the future delivery of the LGI Development Site Project as part of the OBC planning and delivery process.

- 5.4 The Project/Programme Risk Registers and controls continue to be reviewed by the established Project Boards on a monthly basis and a Programme Risk Report is also presented to the BtLW Programme Board and Building Development Committee on a monthly basis.

- 5.5 The Corporate Risk Register entries for the three projects have been reviewed and updated during the reporting period and were considered by the Corporate Risk Committee on 5 November 2021 as part of the Finance CSU Review.

**6.0 Financial Implications**

6.1 The key financial implications of this report relate to the risks and issues associated with the on-going management and delivery of the capital investment described in the BtLW Programme Plan.

**7.0 Equality Analysis**

7.1 Equality assessments will be considered within each of the individual projects relevant to their business case planning stage.

**8.0 Recommendations**

8.1 Members of the Trust Board are requested to note this BtLW Programme Progress Report.